

- Are we communicating it consistently to potential employees? Do we have credibility in the labor market? Are we consistently delivering the EVP to employees? What more can we do to engage employees as advocates?
- Are there workforce process improvements that can be implemented?
- Do solutions require legislative or policy change?
- What are the constraints against implementing strategies?
- What are some possible solutions to those constraints?

A variety of solution strategies, tools and innovative ideas have been developed as part of the Office of State Personnel's Performance Solutions initiatives for your consideration. The solution strategies include the development of programs, practices and models to assist agency's to staff, motivate, develop and retain a competent, high performing and diverse workforce. The Office of State Personnel, in conjunction with contributors from various agencies and universities, has produced this toolkit. Each solution strategy can be viewed in its entirety by clicking on the title.

Recommended solution strategies consist of initiatives in the [Staffing](#), [Motivation](#), [Development](#) and [Retention](#) areas:

## STAFFING

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- **RECRUITMENT STRATEGIES**  
[Recruiting](#) the best employees for your organization is an on-going challenge for every manager, supervisor and Human Resources professional. Recruitment is an activity that impacts the performance of the entire organization. The challenge is to find top-performing employees who meet your organizational needs and culture. The right recruitment strategies can help you find and attract the right people at the right time.
- **SELECTION**  
[Selection](#) is a systematic process for reviewing applications, evaluating competencies and determining the best fit for each position. Selection strategies also include evaluating the strengths and weaknesses of selection processes in order to increase the number of quality hires in a timely manner.
- **SUCCESSION PLANNING**  
[Succession planning](#) is a process that identifies key or critical positions that will become vacant within a specified amount of time (typically from 18 months to five years) and the competencies necessary for successful performance. It identifies and selects employees who have the capacity to